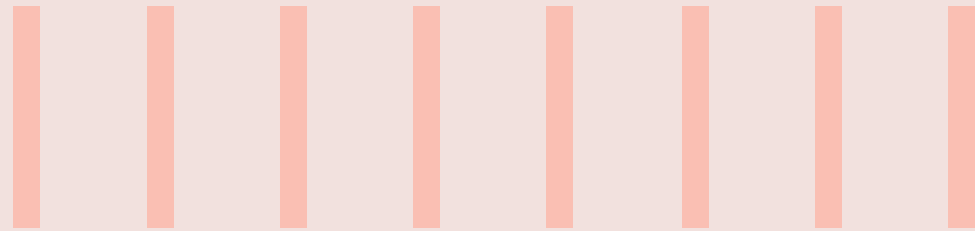




KEEPING THE NOSE TO GRINDSTONE

How a three-pronged approach reduced penalties and gained efficiency for millions of order transactions



Abstract

When a CPG giant struggled to manage global customer orders well due to fragmented processes, Infosys BPM helped with a three-pronged strategy that not only reduced contractual non-compliance penalties to zero, but also delivered 45% efficiency gains.

Infosys BPM's client is among the world's largest consumer packaged goods companies specializing in personal care and beauty products, cleaning agents, and pet foods. With revenues of over \$67 Bn, it has a market presence in regions across the world including the Asia Pacific, Europe, China, India, the Middle East and Africa, Latin America, and North America.



Slipping up

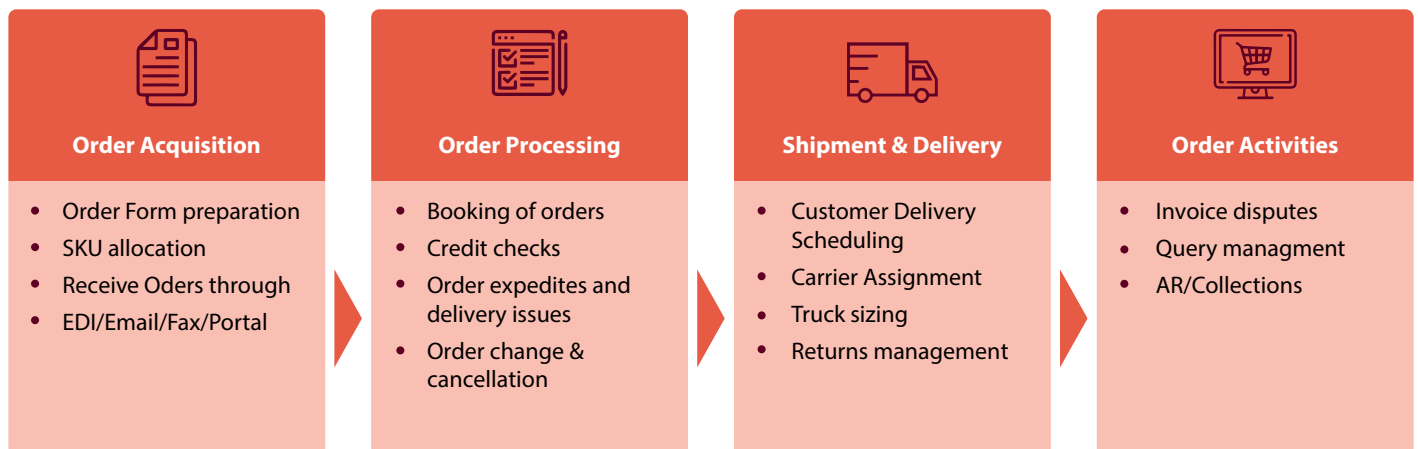
The client had over 200 in-house order management staff across five global locations dealing over \$20 Bn worth of orders from customers across 44 countries. This translated to over 2.8 million order transactions annually with support provided in 12 languages.

However, the staff faced several challenges. 15% of orders had errors, processes

were not standardized across locations, and operations were largely manual-effort intensive. Due to the high level of fragmentation, the team was able to provide only an inconsistent user experience and was paying heavily in penalties due to non-compliance with contractual agreements on stock deliveries for customers.

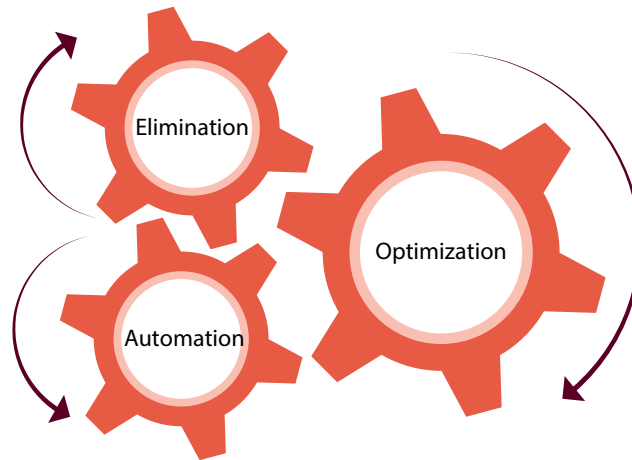
To turn-around the current state of operations, the client roped in Infosys BPM to take-over and manage several aspects of the order management processes. These included order acquisition, processing, shipment and delivery, and other order activities such as invoice disputes, query management, and collections.

Scope of Services



Warring on three fronts

Infosys BPM implemented a three-pronged approach to tackle the client's challenges – elimination, automation, and optimization.



During the elimination phase, an Infosys BPM team dedicated itself to standardizing and harmonizing the client's fragmented processes across countries and customers. Another team worked on codifying business rules for stock allocation to customers, which helped with reprioritization of customer allocations based on their non-compliance penalties. Infosys BPM also staffed back offices to support order management operations from India, China, Costa Rica, while also

setting-up front offices in Singapore, Dubai, and the US for managing voice interactions and allocations.

In the automation phase, the team drove touch-less orders through implementing robotics process automation (RPA) of the manual effort-intensive steps involved in data collection, order validation, and approval processes. It also developed an optical character recognition (OCR) tool to help with the digitization of the paper-trails of orders and designed an efficient

workflow solution to manage incoming order requests.

Lastly, the team carried out wide-scale optimization of processes across the board. This involved using analytics on fallouts from a horizon tool to reduce order cycle time. The team also instituted the use of an order fulfillment cycle dashboard with the capability to analyze country level trends of order cycle times drilled down by country & customer, and order cycle times drilled down by sub-process contributions.



Carrying the day

Infosys BPM's order management solution rapidly reduced the client's penalties for contractual non-compliance to zero levels. Further, the three-pronged approach of elimination, automation, and optimization delivered 45% efficiency gains on overall order management operations with 35% improvement in order quality.

This significant improvement in the client's order management metrics is a true testament to the tremendous value that an expert partner brings to the global process management equation.

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